

**FRIDAY, JUNE 13, 2025**  
**BISHOP'S UNIVERSITY**  
**IN PERSON AND BY VIDEOCONFERENCE**

**MINUTES**

- Chair:** Murielle Lortie
- Present:** Mark Caduc, Kent Carson, Nanci Chagnon, Alexandre Demers, Anthony Dumas-Stephenson Daniel Fournier, Christopher Gokiert, Alexandra Lebel, Sébastien Lebel-Grenier, Heather McKeen-Edwards, Pascale O'Bomsawin, Alena Perout, Junior Sirivar, Calin Valsan
- Regrets:** Jessica Riddell
- Senior Administration:** Nick Andrews, Danai Bélanger, Kylie Côté, Julie Desjardins, Kerry Hull, Annick Lambert, Jean Manore, Matthew Peros, Jacqueline Scott, Margaret BK Shepherd, Andrew Webster
- Secretary:** Geneviève Gagné

1 CHAIR'S WELCOME

Chair Murielle Lortie called the meeting to order at 3:09 p.m. and welcomed Anthony Dumas-Stephenson as the new Students Representative Council President on the Board of Governors.

2 APPROVAL OF AGENDA

The agenda was presented for adoption.

- Disclosure of Conflicts of Interest

Board members were invited to declare any conflicts of interest regarding the items on the agenda. It was noted that members being considered for reappointed will be required to recuse themselves for both the discussion and vote on Items 12 and 16.

**On a motion duly proposed and seconded, the agenda was adopted as presented.**

### 3 APPROVAL OF MINUTES

The minutes of the Board of Governors' meetings held on April 25, 2025, were presented for approval.

**On a motion duly proposed and seconded, the minutes were adopted as presented.**

### 4 BUSINESS ARISING

No items were discussed.

### 5 PRINCIPAL'S REPORT

#### **Convocation**

Principal Sébastien Lebel-Grenier provided an overview of recent events at the University, expressing his gratitude to all those involved in organizing Convocation. He highlighted the exceptional speeches delivered by honorands Dr. Joanne Liu and Mr. Michael Sabia, as well as the strong valedictory addresses.

#### **Gaiter Classic**

The annual Gaiter Classic fundraising golf tournament coincided with the Board of Governors meeting. The fundraising event gathers alumni and student-athletes and aims to raise more than \$50,000 in support of athletics.

#### **Paterson Extension Groundbreaking**

A formal groundbreaking ceremony was held on June 10, 2025, to mark the launch of the Paterson Residence extension project. The initiative will add 63 new beds and is supported by \$6.3 M in government funding, along with an additional \$600,000 to enhance energy efficiency — through the geothermal system — and reinforce the University's commitment to sustainability. A press conference was held with Government representatives delivering remarks in support of the project.

#### **Government Relations**

The Quebec Superior Court ruled in favour of Concordia University and McGill University, striking down the government's out-of-province tuition increase and the French fluency requirement. While the government has confirmed it will not appeal the decision, recent public statements indicate it may revisit these measures. Concerns remain regarding future policy directions and the potential for funding reductions to French-language learning and integration initiatives.

The Principal noted that the provincial government has launched its multi-year immigration planning process, which includes quotas for international student. The scenarios presented by the government all include a reduced quotas – currently anticipated at 20 %. He mentioned that Bishop's application numbers for international students are down by approximately 50 %, reflecting a broader trend across the province. A formal brief will be submitted by the University as part of the consultation process and representation will be done before the Commission.

The University will continue its advocacy efforts to sustain an open dialogue with government officials for policies that support the institution's mission and students.

A question was asked on the *Programme de l'expérience Québécoise* (PEQ) fast-track program. Principal Sébastien Lebel-Grenier reported that the program has been eliminated, significantly reducing Quebec's competitiveness relative to other provinces. He noted that international student applications have declined across the country. He emphasized that the ability to attract top global talent, particularly from the United States, is diminishing as a result of growing regulatory and financial barriers. Recent policy changes by the Quebec government have further complicated the recruitment of high-profile candidates, including Research Chairs, making the process more difficult and unpredictable.

## 6 REPORT OF THE STUDENT'S REPRESENTATIVE COUNCIL PRESIDENT (SRC)

Anthony Dumas-Stephenson began his report by noting that the Student Representative Council (SRC) has held two regular meetings since May, focused on operational matters and preparations for the 2025–2026 academic year. He reported that three new student Senators have been elected, ensuring full representation on Senate and several University committees, including the Joint Health and Safety Committee. He also announced his appointment to the Board of the Quebec Student Union, providing opportunities to represent the University at both provincial and federal levels.

The student care insurance contract has been renewed for the upcoming year.

On the financial front, new furniture for The Gait has been approved and will be funded through the infrastructure fund. This initiative aims to create a more welcoming space for students.

Operationally, the SRC is finalizing plans for Orientation Week, completing the student agenda, and developing a new sponsorship package to enhance student engagement.

He concluded by noting that student representatives attended national conferences focused on government relations and key student issues, contributing to capacity-building for the upcoming year.

## 7 ACADEMIC REPORT

The Vice-Principal Academic and Research presented a brief update in advance of a more detailed presentation at the upcoming Board retreat. Key developments include Senate approval of several motions related to the curriculum and academic structures review, such as the curriculum mapping exercise and the review of the competencies framework. He also noted the approval of a draft statement to guide discussions on the undergraduate curriculum in terms of “breadth and depth,” as well as the consideration of establishing a Senate Academic and Curriculum Committee.

He noted that the Senate Planning Committee report shared with Governors included the approval of several limited-term appointments and a recommendation—subsequently approved by Senate—to discontinue the Brewing Science program and its graduate certificate. This change, initiated by the department, aligns with the University's financial realities. Broader discussions on academic structures and program sustainability are ongoing, with further recommendations expected in December 2025.

## 8 RESEARCH REPORT

Dr. Kerry Hull provided an update on the development of the Bishop's University Strategic Research Plan. Key initiatives include defining institutional research priorities, developing proposals for new research centres, and planning their implementation for the upcoming year. The University is also working to expand graduate offerings, including growth in individualized master's programs and the exploration of new standalone or interdisciplinary graduate programs.

A central focus of the plan is to enhance student engagement in research as a form of experiential learning. A revised version of the plan will be developed to align with the University's overall strategic plan.

## 9 STRATEGIC PLANNING

Principal Sébastien Lebel-Grenier reported that the strategic planning process is now complete. Action items were developed to ensure that the already adopted goals and strategies are achieved. These were developed by working groups, supported by the relevant internal units and overseen by the Planning Committee.

The Principal noted that many foundational actions are scheduled for completion by 2026–2027, with regular updates to be provided to the Planning Committee in due course. A comprehensive progress report will be presented annually at the June meeting of the Board of Governors, with further discussion to take place during the Board's Retreat, which is intended to encourage reflection and build consensus on next steps.

While the overarching goals will remain in place for the duration of the four-year period, the Principal noted that ongoing political uncertainty continues to generate new developments which will need to be addressed. As a result, adjustments to the action plan may be necessary, underscoring the importance of maintaining a flexible strategic approach.

The Principal concluded by emphasizing that the current action plan remains aligned with institutional priorities and integrates strategic objectives to address the current financial challenges faced by the institution. It also includes proposed measures aimed at strengthening institutional goals, refining overall messaging and enhancing recruitment efforts.

A question was raised as to whether the business strategist role is a consultancy position. Principal Sébastien Lebel-Grenier clarified that the initiative is to hire an individual who will support the implementation of key financial initiatives.

In response to a question regarding performance indicators, the Principal confirmed that the action plan deliberately does not indicate detailed key performance indicators (KPI) to allow for more flexibility and adaptation as the situation evolves. He emphasized that setting specific targets without a clear understanding of the financial and academic position, and prior to benchmarking data, was deemed premature. Instead, the plan focuses on building foundational tools to inform future measurable goals. Concrete KPI will be introduced progressively.

Principal Sébastien Lebel-Grenier expressed gratitude for the community engagement throughout the strategic process. Workshops and consultations helped generate valuable input and shapes a stronger, more informed action plan.

**RESOLUTION 2024-08-01**  
**FOR THE APPROVAL OF THE ACTION PLAN TO THE BISHOP'S UNIVERSITY**  
**2025-2029 STRATEGIC PLAN**

THAT the Board of Governors approve the *Action Plan* (document 2024-09-09ii) to the Bishop's University's 2025-2029 Strategic Plan, as presented.

**On a motion duly proposed and seconded, the resolution was approved as presented, with one abstention.**

10 SUSTAINABLE DEVELOPMENT AND BUILD ENVIRONMENT COMMITTEE

Alexandre Demers provided updates on construction projects. Key highlights include the successful, on-time and on budget, opening of *Kwigw8mna* on March 21, 2025, and the Sherbrooke City permit approval for the Educational Farm project, with interim facilities to be used pending the final *Commission de Protection du Territoire Agricole* (CPTAQ) authorization.

**Coulter Field Entrance**

The renovations of the Coulter Field entrance have now been completed with minor landscape additions to be carried on over the summer. The feasibility study for the Mackinnon residence revealed that full structural renovations would require significant financial investment, a smaller-scale study will be conducted to explore alternative options.

**Capital Plan**

The Capital Plan (2025–2030) was presented, highlighting a substantial reduction in *Plan québécois des infrastructures* (PQI) funding — from \$4M in 2021–2022 to \$1.2M in 2024–2025. This decrease necessitates prioritizing compliance-related projects over mission-driven improvements. Funding is now disbursed quarterly, adding further pressure on planning. With limited government funding visibility beyond three years, the Capital Plan is structured as a five-year plan with a ten-year project outlook. The University is exploring new grant programs and has initiated discussions with both levels of government to identify additional funding opportunities.

A question was raised regarding the possibility of reallocating unspent government funding. Céline Jury noted that the University remains prepared to implement projects on short notice and actively pursues emergency project requests to maximize available funding. Principal Sébastien Lebel-Grenier noted the strong performance and resourcefulness of the team in managing projects within the limited funding.

**RESOLUTION 2024-08-02**  
**FOR THE APPROVAL OF THE 2025-2030 CAPITAL PLAN**

WHEREAS the *Ministère de l'Enseignement Supérieur* (MES) requires approval by the Board of Governors of a Capital Plan covering ten years (2025-2035);

WHEREAS the University traditionally plans projects over a five-year period and not a ten-year period and consequently prepared a 2025-30 Capital Plan;

WHEREAS the Sustainable Development and Built Environment Committee has discussed the 2025-30 Capital Plan;

AND WHEREAS all contracts exceeding \$500,000 will be submitted to the Board of Governors for approval even if the Board has approved them in the Capital Plan, as per the Signing Authority outlined in the University's statutes;

BE IT RESOLVED THAT the Board of Governors approves the 2025-30 Capital Plan (list of projects, project timelines and budgets) as presented in Document 2024-08-10ii;

AND BE IT FURTHER RESOLVED THAT the Board of Governors approves the French version of this resolution in which will be submitted to the MES.

**On a motion duly proposed and seconded, the resolution was approved as presented.**

#### **Food Services Facility Renovations**

Aramark will be investing \$350,000 for the renovation of the dining hall and retail food upgrades. An additional \$916,000 will be invested over a three (3) year span for additional renovations.

#### **Residence Updates**

The demand for on-campus housing continues to grow, resulting in a waiting list for first year and returning student accommodations. Any infrastructure changes or foreseen renovation will impact the overall University housing capacity.

#### **Sustainable Development Activities**

In line with the strategic plan, a new Sustainable Development Plan will be developed over the next academic year. Recent sustainable initiatives include the creation of a pollinator garden, a tree nursery, and the implementation of a reforestation plan.

#### **11 INFORMATION RESOURCES COMMITTEE**

Chair of the Information Resource Committee, Christopher Gokiart, acknowledged the upcoming departure of Chief Information Officer Mark Caduc on June 23, 2025, and expressed appreciation for his leadership and contributions. Mr. Caduc, in turn, conveyed his gratitude for his time at Bishop's University and for the dedication of his team.

#### **Information Technology Strategic Plan**

The strategic plan, with its ongoing initiatives, is being implemented to provide secure, efficient, and cost-effective technology tools for students, faculty, and staff. Implementation will continue over the coming years.

## **Portfolio Management**

A revised portfolio management process is being developed to strengthen project prioritization and ensure alignment with the University's strategic plan. The previous process — which ranked projects using weighted criteria such as strategic fit, anticipated impact, and feasibility, followed by prioritization exercises — has been reviewed and updated. The document is scheduled for completion this summer.

## **Enterprise Resource Planning (ERP)**

The ERP project, a structured and comprehensive planning initiative designed to deliver a cost-effective system with broad institutional benefits, has advanced. Following the approval of the "*Dossier d'opportunités*" in October, the team has completed the "*Dossier d'affaires*", including a benefits plan outlining anticipated efficiencies and cost savings. Government feedback is pending; however, provisional Board of Governors approval is requested to allow immediate engagement with the Université du Québec on project costs and timelines should a positive decision be received over the summer.

Questions were raised regarding the government's requirement that the 36-month project timeline begin from the date the grant is awarded, as well as the remaining budget balance. It was clarified that the resolution reflects the exact language provided by the government and that the project budget is accounted for in the University's IT forecasts and supported by IT reserves. The current resolution authorizes the University and ITS to begin preparations for the execution phase, including drafting and negotiating the project contract. However, this approval does not authorize contract execution; the finalized contract will be submitted to the Board of Governors for approval once funding is confirmed and secured.

Another question was raised concerning whether the current approval reflects the projects maximum cost or a final selected option. It was noted that the "*Dossier*" *d'affaires* provided a more detailed cost evaluation, allowing for greater precision in estimates. The current amount reflects a figure between the minimum and maximum projected costs, based on detailed planning work. Final costs will be confirmed upon receipt of the contract proposal for Université du Québec.

A follow-up question was raised regarding whether the centralization of Université du Québec's development and support teams would take into account the current financial situation of universities, and whether this would be reflected in the contract and framework. In response, it was clarified that the initiative is funded through a separate budget and operates under a collective allocation, independent of the Université du Québec's operational budget. Additionally, the resources are available on a standby basis to support the University as needed.

In response to a question about whether future users of the system had been consulted and supported the selected option, it was confirmed that demonstrations and consultations were conducted to assess the available choices. The selected solution was prioritized by users involved in the process, as it best met the identified requirements and enabled access to government funding.

**RESOLUTION 2024-08-03**  
**FOR THE APPROVAL OF THE ENTERPRISE RESOURCE PLANNING PROJECT**  
**“PROJET POUR LES SYSTÈMES ADMINISTRATIFS” (SIGRI: 1023605)**

WHEREAS the University has submitted to the *Ministère de l’Enseignement supérieur* (“MES”) a business case (“dossier d’affaires” or “DA”) for the Enterprise Resource Planning (“ERP”) Project (SIGRI: 1023605);

WHEREAS the University is awaiting the favorable opinion of the head of information to be provided by the MES following the presentation of this DA;

WHEREAS the MES requires Board approval for the execution phase of the ERP Project;

AND WHEREAS the Information Resources Committee has reviewed and supports the ERP Project DA;

BE IT RESOLVED THAT the Board of Governors authorizes the execution phase of the ERP Project (SIGRI: 1023605) for a period of 36 months from the date of this decision for a cost of \$2 336 000, conditional on receipt of the favorable opinion of the head of information to be provided by the MES as well as confirmation of specific government funding for this project for an estimated amount of \$2 086 000;

AND BE IT RESOLVED THAT the Board of Governors authorizes Scott Stoddard, Interim Director of IT, to submit documents related to the ERP project to the MES on its behalf.

**On a motion duly proposed and seconded, the resolution was approved as presented.**

Following the motion, it was noted that while consumer technology may seem flexible and cost-effective, cybersecurity requirements significantly increase overall expenses. The importance of leveraging government-funded infrastructure and investing in broadly applicable solutions was emphasized, as pursuing alternative options could lead to higher costs and elevated risks.

12 NOMINATING COMMITTEE

Principal Sébastien Lebel-Grenier introduced for consideration the reappointment of external Board members whose mandate was coming to an end, noting that mandates are for three (3) years and may be renewed for up to three (3) terms. He emphasized that the positions of Chair and Vice-Chair are renewed annually. Ms. Murielle Lortie, current Chair, and Mr. Junior Sirivar, current Vice-Chair, will complete their first three-year term on the Bishop’s University Board on June 30, 2025, and both have expressed interest in serving a second term.

Chair Murielle Lortie left the meeting, after which Vice-Chair Junior Sirivar assumed the role of Chair for the discussion regarding her reappointment.

**RESOLUTION 2024-08-04**  
**FOR THE REAPPOINTMENT OF AN EXTERNAL GOVERNOR**

WHEREAS the Nominating Committee has recommended the reappointment of Ms. Murielle Lortie for a three-year term beginning on July 1st, 2025, and ending on June 30th, 2028;

BE IT RESOLVED THAT Ms. Murielle Lortie be reappointed to the Board of Governors of Bishop’s University for a three-year term ending on June 30th, 2028.

**On a motion duly proposed and seconded, the resolution was approved as presented.**

**RESOLUTION 2024-08-05**  
**FOR THE REAPPOINTMENT OF THE CHAIR OF THE BOARD OF GOVERNORS**

WHEREAS s. Section 1.4 of Part I of the Statutes of Bishop’s University provides that the Chair of the Board of Governors “shall, upon the recommendation of the Nominating Committee, be elected from among the External Governors” to serve in such capacity for a one-year term;

WHEREAS Ms. Murielle Lortie was appointed Chair of the Board of Governors in April 2024, for a one-year term commencing on July 1st, 2025;

WHEREAS Ms. Murielle Lortie has indicated her willingness to continue to serve as Chair of the Board of Governors for the year 2025-2026;

AND WHEREAS the Nominating Committee has proposed that Ms. Murielle Lortie be reappointed Chair of the Board for a one-year term commencing on July 1st, 2025 and ending on June 30th, 2026;

BE IT RESOLVED THAT the Board of Governors reappoints Ms. Murielle Lortie as Chair of the Board of Governors for a one-year term, to expire on June 30th, 2026.

**On a motion duly proposed and seconded, the resolution was approved as presented.**

Chair Murielle Lortie returned to the meeting and resumed her role, while Vice-Chair Junior Sirivar stepped out for the discussion concerning his reappointment.

**RESOLUTION 2024-08-06**  
**FOR THE REAPPOINTMENT OF AN EXTERNAL GOVERNOR**

WHEREAS the Nominating Committee has recommended the reappointment of Mr. Junior Sirivar for a three-year term beginning on July 1st, 2025, and ending on June 30th, 2028;

BE IT RESOLVED THAT Mr. Junior Sirivar be reappointed to the Board of Governors of Bishop’s University for a three-year term ending on June 30th, 2028.

**On a motion duly proposed and seconded, the resolution was approved as presented.**

**RESOLUTION 2024-08-07**  
**FOR THE REAPPOINTMENT OF THE VICE-CHAIR OF THE BOARD OF GOVERNORS**

WHEREAS s. Section 1.4 of Part I of the Statutes of Bishop’s University provides that the Vice-Chair of the Board of Governors “shall, upon the recommendation of the Nominating Committee, be elected from among the External Governors” to serve in such capacity for a one-year term;

WHEREAS Mr. Junior Sirivar was appointed Vice-Chair of the Board of Governors in April 2024, for a one-year term commencing on July 1st, 2025;

WHEREAS Mr. Junior Sirivar has indicated his willingness to continue to serve as Vice-Chair of the Board of Governors for the year 2025-2026;

AND WHEREAS the Nominating Committee has proposed that Mr. Junior Sirivar be reappointed Vice-Chair of the Board for a one-year term commencing on July 1st, 2025 and ending on June 30th, 2026;

BE IT RESOLVED THAT the Board of Governors reappoints Mr. Junior Sirivar as Vice-Chair of the Board of Governors for a one-year term, to expire on June 30th, 2026.

**On a motion duly proposed and seconded, the resolution was approved as presented.**

Vice-Chair Junior Sirivar returned to the meeting.

13 FINANCE AND AUDIT COMMITTEE

Kent Carson, Chair of the Finance and Audit Committee, began by referencing the comprehensive risk management exercise conducted by the University in 2019, during which 156 risks were identified, including 23 classified as strategic. These strategic risks were addressed through an action plan presented to the Board of Governors in March 2020. Most recently, on May 15, 2025, the Risk Management Committee reconvened to review the policy and update the 2024–2025 action plan. A new process will be led by the Secretary General in Fall 2025 to address emerging risks and align with the 2025–2029 Strategic Plan.

**2024-2025 Financial Updates**

The University continues to anticipate a balanced operating budget for the 2024–2025 fiscal year. However, this projection does not address the structural deficit, which is expected to persist for the foreseeable future. A comprehensive review of University operations remains essential to ensure long-term financial sustainability.

The draft audited financial statements for 2024–2025 are scheduled to be presented to the Finance and Audit Committee in mid-September, with final review and approval by the Board of Governors on September 26, 2025.

**2025-2026 Operating Budget**

At its meeting on April 25, 2025, the Board of Governors approved the 2025–2026 Provisional Operating Budget. This decision was made to allow the University additional time to analyze new information received from the government regarding grant indexation.

The 2025–2026 Operating Budget forecasts a deficit of \$1.4 million, with total revenues estimated at \$78.2 million and total expenses projected at \$79.7 million. In line with current requirements from the *Ministère de l’Enseignement supérieur* (MES), the University will likely need to prepare a recovery plan for the 2025–2026 fiscal year in order to qualify for the conditional grant.

Vice-Principal Finance and Administration, Kylie Côté, presented a more detailed analysis of the budget's components, noting that the finalized version includes slight variations compared to the provisional budget presented in April. Key budget assumptions were reviewed, nothing tuition and fee indexation remained unchanged at 2% and the MES grant increased to 0.39% from 0.3% as presented in April. However, the revised enrolment targets have decreased from 752 to 641 students, which represents a loss of \$773, 000. Revenue and expense distributions remain stable. Future projections were also presented and included unchanged indexation rate and modest enrolment growth. By 2028-2029 enrolment is projected at 2 552 students with an operating loss of \$4.67M, and an accumulated deficit of \$26.4M, even if recovery plan savings remain on track.

**RESOLUTION 2024-08-08**  
**FOR THE APPROVAL OF THE 2025-2026 OPERATING BUDGET**

WHEREAS the Board of Governors is required by the Ministère de l'Enseignement Supérieur (MES) to approve the annual Operating Budget;

WHEREAS the University's Statutes require approval by the Board of Governors of the annual Operating Budget;

AND WHEREAS the Finance and Audit Committee has reviewed and discussed the 2025-26 Operating Budget and recommends Board approval;

BE IT RESOLVED THAT the Board of Governors approves the 2025-26 Operating Budget as presented by the Vice-Principal Finance and Administration and set out in the 2025-26 Operating Budget presentation (Document 2024-08-13iii);

AND BE IT FURTHER RESOLVED THAT the Board of Governors approves the French version of this resolution which will be submitted to the MES (Document 2024-08-13, Appendix).

**On a motion duly proposed and seconded, the resolution was approved as presented.**

**2025-2026 Cash Flow Budget**

The Cash Flow budget was updated to cover the 13-months period (June 1, 2025 to June 30, 2026) following changes in government reporting requirements. Assumptions remain unchanged from April apart from the additional month and minor updates to the 2025-2026 projections.

**RESOLUTION 2024-08-09**  
**FOR THE APPROVAL OF THE CASH FLOW BUDGET**

WHEREAS the University expects to present a balanced Operating Budget for the 2024-25 fiscal year and a deficit Operating Budget in the 2025-26 fiscal year, which have been incorporated in the cash flow projections;

AND WHEREAS the Finance and Audit Committee has reviewed and discussed the 2025-26 Cash Flow Budget;

BE IT RESOLVED THAT the Board of Governors approves the 2025-26 Cash Flow Budget as presented by the Vice-Principal Finance and Administration and set out in the 2025-26 Cash Flow presentation (Document 2024-08-13iv);

AND BE IT FURTHER RESOLVED THAT the Board of Governors approves the French version of this resolution which will be submitted to the MES (Document 2024-08-13, Appendix).

**On a motion duly proposed and seconded, the resolution was approved as presented.**

**RESOLUTION 2024-08-10**  
**FOR THE APPROVAL OF THE BUDGET RULE 4.1.8**  
**OF THE RÈGLES BUDGÉTAIRES ET CALCUL DES SUBVENTIONS**  
**DE FONCTIONNEMENT AUX UNIVERSITÉS DU QUÉBEC;**

WHEREAS the University is subject to budget rule 4.1.8 of the *Règles budgétaires et calcul des subventions de fonctionnement aux universités du Québec*;

WHEREAS the Ministère de l'Enseignement Supérieur (MES) requests a commitment from the Board of Governors to send the Ministère, by June 30, 2025, that the University will provide, in the event that a balanced budget is not achieved in 2024-25, a list of actions undertaken if recovery is expected to occur within the next year, or a recovery plan if recovery is expected to occur in the longer term;

WHEREAS in the event that a balanced budget is not achieved in 2024-25, these measures or this recovery plan must be sent to the MES within 60 days of the transmission of the SIFU for the fiscal year ended April 30, 2025;

BE IT RESOLVED THAT the Board of Governors confirms that in the event of an operating deficit for the 2024-25 fiscal year, the University will send the MES, within 60 days of the transmission of the SIFU for the fiscal year ended April 30, 2025, a recovery plan to return to a balanced budget;

AND BE IT FURTHER RESOLVED THAT the Board of Governors approves the French version of this resolution in which will be submitted to the MES (Document 2024-08-13, Appendix).

**On a motion duly proposed and seconded, the resolution was approved as presented.**

**RESOLUTION 2024-08-11**  
**FOR THE APPROVAL OF RULE 4.1.11**  
**OF THE REGLES BUDGETAIRES ET CALCUL DES SUBVENTIONS**  
**DE FONCTIONNEMENT AUX UNIVERSITES DU QUEBEC**

WHEREAS the University is subject to Budget Rule 4.1.11 of the *Règles budgétaires et calcul des subventions de fonctionnement aux universités du Québec*;

WHEREAS the *Ministère de l'Enseignement Supérieur* (MES) requests the Board of Governors to send the Ministère, by June 30, 2025, a resolution attesting to the University's commitment to submit information required by Budget Rule 4.1.11;

BE IT RESOLVED THAT the Board of Governors confirms the University will submit the information required by Budget Rule 4.1.11;

AND BE IT FURTHER RESOLVED THAT the Board of Governors approves the French version of this resolution in which will be submitted to the MES (Document 2024-08-13, Appendix).

**On a motion duly proposed and seconded, the resolution was approved as presented.**

It was noted that the University will be posting a new Business Strategist position. Members were encouraged to contact the Vice-Principal Finance and Administration, should they know of any potential candidates.

14 RECONSIDERATION OF TENURE-STREAM APPOINTMENTS DECISION

Principal Sébastien Lebel-Grenier reminded Governors that a recommendation regarding new tenure-stream appointments had been presented at the December meeting, following the Senate resolution adopted on December 6, 2025. At that time, the Board of Governors decided not to proceed with any tenure-stream appointments, indicating it would revisit the matter at its June 2025 meeting, depending on the evolution of the University's financial situation and the progress of the recovery plan.

Given the continued deterioration of the University's finances, ongoing uncertainty around enrolment, and the need for longer-term faculty complement planning currently underway at Senate, the Executive Committee recommended maintaining the decision not to proceed with tenure-stream appointments at this time. The appointments will be reconsidered at the December 2025 meeting, once Senate presents its recommendations. In the meantime, limited-term appointments will continue to support program delivery needs.

Principal Lebel-Grenier further noted that, as part of the ongoing Curriculum and Academic Review, longer-term faculty complement planning is being developed and will inform the tenure-stream appointment recommendation at the December 2025 meeting of the Board of Governors. It was noted that limited-term appointments provide short-term budget flexibility but are not a sustainable long-term strategy, as tenure-stream positions are essential to curriculum delivery.

Questions were raised regarding the prioritization of previously recommended positions in relation to new requests. Principal Sébastien Lebel-Grenier and Vice-Principal Academic and Research Andrew Webster confirmed that all positions—both existing and new—will be evaluated as part of the upcoming long-term planning framework. Clear guidance will be provided to departments to support this process.

Previously submitted applications will not need to be resubmitted. However, departments may provide clarifications or updates as needed. Divisions may submit multiple requests, provided they clearly establish internal priorities.

The process—led by the Senate and the Planning Committee, with support from the Vice-Principal and Deans—will focus on identifying and prioritizing long-term institutional needs, rather than responding to short-term circumstances. Clear communication outlining the process and expectations will be shared with faculty.

**RESOLUTION 2024-08-12**  
**TENURE-STREAM APPOINTMENTS**

WHEREAS the Board, at its December 19, 2024, meeting, undertook to reconsider 2025-2026 tenure-stream appointments at the June 2025 meeting;

WHEREAS the current financial context of the University is still challenging and the work on the Recovery Plan to return to a balanced budget is yet to be completed;

WHEREAS the Curriculum and Academic Structures Review process is still ongoing and will include the development of a longer-term forecasting process for the hiring of new faculty resources, to be presented at the December 2025 Senate meeting;

WHEREAS the Board of Governors, at its December 2025 meeting, will be asked to consider the recommendations of the Finance and Audit Committee on tenure-stream appointments as proposed by Senate at its December meeting;

BE RESOLVED THAT the Board of Governors wait until its December 2025 meeting to consider tenure-stream appointments.

**On a motion duly proposed and seconded, the resolution was approved as presented.**

15 REQUEST FOR ADDITIONAL LIBRARIAN REPRESENTATIVE ON SENATE

Secretary General Geneviève Gagné informed the Board of Governors that a proposal to add a professional librarian seat to Senate was presented at the January Senate meeting. Following discussions at the March meeting, Senate endorsed the proposal. As this involves a change to Senate composition, the matter will be referred to the Governance and Ethics Committee for review. The Committee will in turn bring a recommendation to the Board of Governors.

Should the recommendation involve an amendment to the Statutes, the formal 60-day notice of motion process outlined in Section XII would apply.

A suggestion was made that the Governance and Ethics Committee benchmark Senate composition at other universities and consider the overall composition of Senate more broadly.

16 REAPPOINTMENT OF CHANCELLOR

Chancellor Daniel Fournier left the meeting.

Principal Sébastien Lebel-Grenier introduced the consideration for the renewal of the Chancellor's mandate, as provided in the University's *Statutes*. The Chancellor will complete his first five (5) year term on June 30, 2025. Chancellor Fournier has expressed interest in serving a second term.

**RESOLUTION 2025-08-13  
FOR THE REAPPOINTMENT OF THE CHANCELLOR**

WHEREAS Daniel Fournier has expressed interest in serving for a second mandate as Bishop's University Chancellor;

WHEREAS the Principal and Vice-Chancellor recommended the reappointment of Daniel Fournier for a five (5) year term beginning on July 1<sup>st</sup>, 2025, and ending on June 30<sup>th</sup>, 2030;

BE IT RESOLVED THAT Daniel Fournier be reappointed as Bishop's University Chancellor for a five (5) year term ending on June 30<sup>th</sup>, 2030.

**On a motion duly proposed and seconded, the resolution was approved as presented.**

17 APPOINTMENT OF "DIRIGEANT" FOR THE "*LOI SUR LES CONTRATS DES ORGANISMES PUBLICS*" (LCOP)

Secretary General Geneviève Gagné explained to Governors that under the "*Loi sur les contrats des organismes publics*" (LCOP), the Board of Governors holds ultimate responsibility for delegating contracting authority within the institution. These responsibilities had been temporarily assumed by the Interim Vice-Principal Finance and Administration. It is proposed that, with Kylie Côté now serving as Vice-Principal Finance and Administration, the responsibility should be return to its rightful portfolio holder.

**RESOLUTION 2025-08-14  
FOR THE APPOINTMENT OF A "DIRIGEANT" FOR THE "*LOI SUR LES CONTRATS DES ORGANISMES PUBLICS*" (LCOP)**

BE IT RESOLVED THAT all authority that can be delegated to a dirigeante (or Chief Executive Officer) under the "*Loi sur les contrats des organismes publics*" is delegated to Kylie Côté, Vice-Principal Finance and Administration, as of June 14, 2025.

**On a motion duly proposed and seconded, the resolution was approved as presented.**

18 ANNUAL REVIEW OF GOVERNORS INFORMATION

Secretary General Geneviève Gagné informed the Governors that updates to biographies and photographs will be carried out over the summer, with follow-up communications sent to all Governors. In the fall, the Governance and Ethics Committee will begin updating the Competence Matrix, which will then be shared with Governors for review and completion.

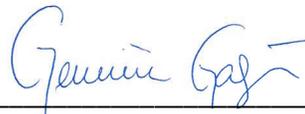
Chair Murielle Lortie closed the meeting by extending best wishes to Mark Caduc for his future endeavours. She also acknowledged and thanked Calin Valsan and Heather McKeen-Edwards for their valuable contributions to the Board of Governors, noting that this meeting marked their final participation.

The open session adjourned at 5:27 p.m.



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Murielle Lortie, Chair



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Geneviève Gagné, Secretary General